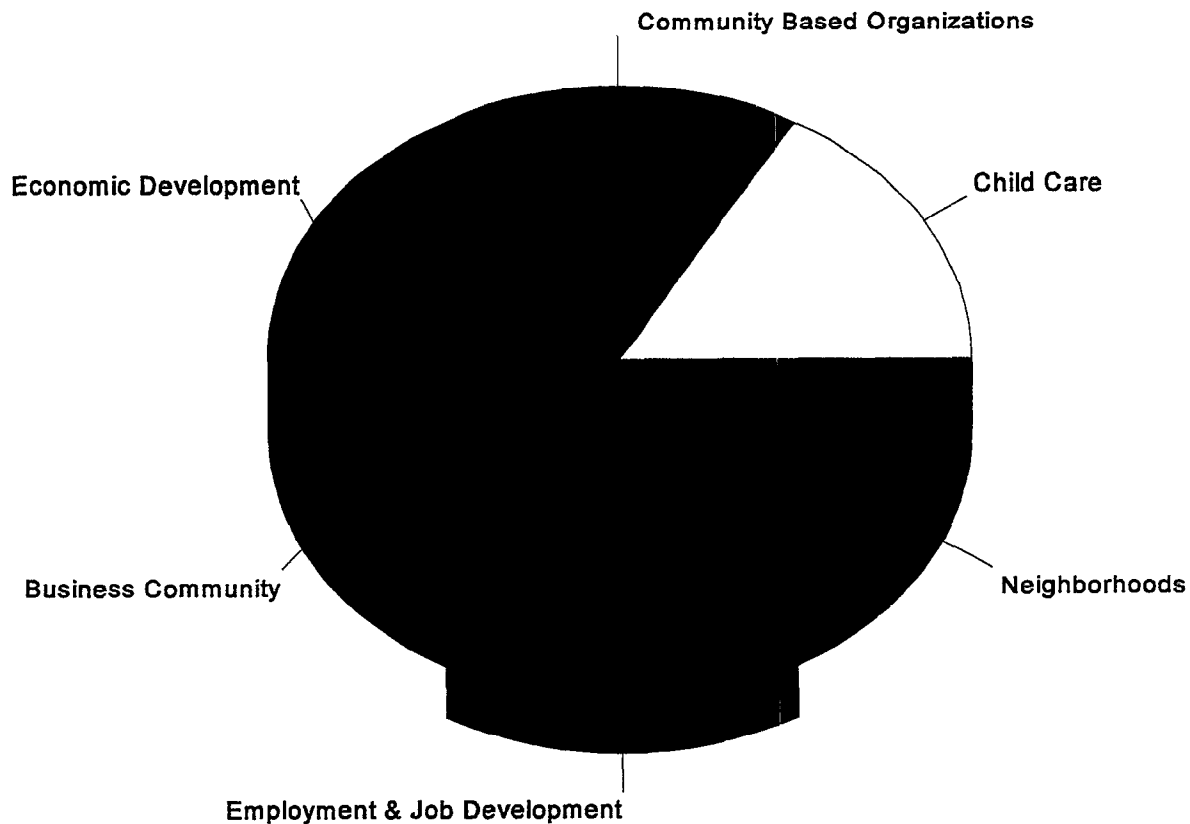


Attachment I

**Framework for Comprehensive
Welfare Reform Planning**

Framework for Comprehensive Welfare Reform Planning



A Partnership Effort by:

**Sacramento County Department of Human Assistance
Sacramento Employment & Training Agency
Sacramento Housing & Redevelopment Agency
City of Sacramento
Los Rios Community College District
Sacramento County Office of Education**

August 25, 1997

Framework for Collaborative Welfare Reform

Background:

In April, 1997, the Sacramento County Executive and the Sacramento City Manager recommended that a partnership be developed to create a new and better system of employment service delivery and job creation to meet the needs of Sacramento as we face welfare reform.

A partnership, made up of the following agencies, was formed in April, 1997:

**Sacramento County Department of Human Assistance (DHA)
Sacramento Employment & Training Agency/Private Industry Council (SETA)
Sacramento Housing and Redevelopment Agency (SHRA)
City of Sacramento**

In May, 1997, the **Los Rios Community College District** joined the partnership.

In June, 1997, the **Sacramento County Office of Education** joined the partnership.

The partnership has met with several other potential partners, which include:

**Sacramento ENRICHES
Sacramento Area Community Based Organizations (SACBO)
Sacramento County Libraries
City of Sacramento, Neighborhood Services and Public Works Departments
County of Sacramento, Public Works Department**

An Executive Committee has been formed consisting of: the Directors for DHA, SETA, SHRA; and Senior Executive Staff from all agencies involved in this partnership.

Introduction:

The partnership has developed nine strategies to maximize our success in implementing welfare reform. The strategies have been divided into two groups:

A. Framework for Comprehensive Welfare Reform Implementation

Strategy 1: Improve Lines of Communication - Lead: Executive Committee
Goal: Improve communication between agencies, government and the community in order to improve service to customers, reduce duplication and streamline processes.

- Strategy 2: Coordinated Local Planning - Lead: Executive Committee**
Goal: Coordinate planning in order to reduce duplication of services and improve services to customers.
- Strategy 3: Leveraging Funds - Lead: Executive Committee**
Goal: Improve and expand services utilizing existing funds and raise additional funds for outside service.
- Strategy 4: Strengthen Neighborhood Employment Service Delivery - Lead: SETA, DHA**
Goal: Improve access to services and build neighborhood organizational capacity to deliver job services.
- Strategy 5: Functional Integration of Program Services - Lead: SETA**
Goal: Identify and implement interagency consolidated services which result in improved access to services, reduced paperwork and red-tape, reduced overhead and create greater utilization of available resources.
- Strategy 6: Capacity Building - Lead: SHRA**
Goal: Strengthen service delivery systems in neighborhoods.

B. Framework for Welfare Reform Job Services

- Strategy 7: Job Creation - Lead: SHRA**
Goal: Create new jobs in our community to increase the numbers of people who are able to work.
- Strategy 8: Job Identification and Placement Activities - Lead: DHA, SETA**
Goal: Form a partnership to focus on and coordinate job identification and job placement activities, including recruitment, screening and referral of qualified job seekers to employers.
- Strategy 9: Community Work Experience - Lead: DHA**
Goal: Provide a work activity for unemployed TANF recipients who are not employed to provide the community with needed work and service while preparing TANF recipients for employment.

Attachments:

The attached charts indicate the work of the partnership in developing the strategies, goals and objectives by organization and a timeline for accomplishing the objectives which indicates the partner(s) responsible for each objective.

- Attachment 1 - Framework for Comprehensive Welfare Reform Planning
- Attachment 2 - Timeline for Comprehensive Welfare Reform Planning
- Attachment 3 - Proposed DHA Client Flow

FRAMEWORK FOR COMPREHENSIVE WELFARE REFORM PLANNING
ATTACHMENT 1

STRATEGY 1: <u>Improve Lines of Communication</u> GOAL: Improve communication between agencies, government and the community in order to improve service to customers, reduce duplication and streamline processes.	
OBJECTIVES/Agency Responsible <u>County Department of Human Assistance (Lead Agency)</u> 1. Formalize Executive Steering Committee made up of Directors of the Department of Human Assistance, SETA, and SHRA; representative from Los Rios Community College District, Sacramento County Office of Education, and City Manager's Office. ◆ Receive regular briefing from staff planning workgroup ◆ Schedule regular quarterly meetings with City Area Managers ◆ Continuing coordination of welfare reform ◆ Continuing coordination of one stop career centers ◆ Continuing coordination of family self-sufficiency planning processes 2. Form staff workgroup of Steering Committee members ◆ Agree upon local goals and needs for the purpose of coordination ◆ Formal process to review and input on plans and applications ◆ Co-applicants for funding include all members of workgroup when preparing proposals ◆ Implementation and evaluation of joint operations ◆ Increase coordination of planning and implementation processes for Community Services Block Grant and Community Development Block Grant programs ◆ Coordinate local planning efforts: All federal and state funds require a planning procedure and a written plan. Develop a common community needs assessment and utilize for all plans.	Timeline Completed Completed/ Ongoing
STRATEGY 2: <u>Coordinated Local Planning</u> GOAL: Coordinates planning in order to reduce duplication of services and improve services to customers.	
OBJECTIVES/Agency Responsible <u>Welfare Reform Executive Steering Committee</u> 1. Develop a community participation process which incorporates community input (outside of governing boards) and allows for new partners to be included as they are identified in review of plans of action. 2. Prioritize desired outcome and identify program strategies to achieve outcomes. Desired outcomes: ◆ Caseload reduction through placement in employment ◆ 75% of two parent families and 25% of single parent families in work activities ◆ Reduction in pregnancy and improved parenting ◆ Increase of children attending school and learning 3. Develop a system to evaluate collateral social impacts including increase in crime rate, child abuse and homelessness.	Timeline Ongoing Completed 9/97

STRATEGY 2: Coordinated Local Planning (Continued)	
4. Link to other local planning initiatives to ensure collaboration of "government", "community", "education" and "private sector" and develop inclusive processes for planning programs and improving systems.	Ongoing
5. Develop a comprehensive County Plan, conduct final public hearing, and submit plan to the State of California.	1/98
STRATEGY 3: Leveraging Funds	
GOAL: Improve and expand services utilizing existing funds and raise additional funds for outside service.	
OBJECTIVES/Agency Responsible	Timeline
<u>Welfare Reform Executive Steering Committee</u>	
1. Leverage all federal and state entitlement funds, including grants.	Ongoing
2. Research methods to ensure coordination of funds at the local level.	Ongoing
3. Use available funding to provide more people with mandated services.	Ongoing
4. Fill service gaps created by city/county revenue shortfalls.	Ongoing
5. Leverage full day/year round Head Start services.	Ongoing
6. Obtain private funding.	Ongoing
7. Provide local match funding to encourage coordination with local goals (local funds leverage federal dollars).	Ongoing
8. Identify which funds should be used to fund each locally determined goal.	Ongoing
STRATEGY 4: Strengthen Neighborhood Employment Service Delivery	
GOAL: Improve access to services and build neighborhood organizational capacity to deliver job services.	
OBJECTIVES/Agency Responsible	Timeline
<u>Welfare Reform Executive Steering Committee</u>	
1. Build upon and strengthen existing neighborhood systems.	Ongoing
2. Define neighborhood boundaries by specific streets, landmarks, or cultural make-up, etc. (Historical neighborhoods).	9/97
3. Explore use of schools and community centers as focal points for neighborhood based systems.	Ongoing
4. Transition staff and services to neighborhoods utilizing One-Stop Career Centers, Neighborhood Service Agencies, and/or Multi-service Centers.	Ongoing
5. Support the concepts of : <div style="display: flex; justify-content: space-between;"> <div> <ul style="list-style-type: none"> ◆ Physical co-location ◆ Shared cases ◆ Cross-training </div> <div> <ul style="list-style-type: none"> ◆ Service integration ◆ Teams working on services </div> </div>	
6. Respond to needs of neighborhoods as defined by residents	Ongoing
7. Provide services based on the specific needs of neighborhoods based on <div style="display: flex; justify-content: space-between;"> <div> <ul style="list-style-type: none"> ◆ demographics ◆ face-to-face contact with residents ◆ existing data or studies </div> <div> <ul style="list-style-type: none"> ◆ neighborhood surveys ◆ neighborhood interaction ◆ Who can best meet the needs </div> </div>	Ongoing

STRATEGY 4: Strengthen Neighborhood Employment Service Delivery (Continued)	
8. Create partnerships to integrate views of community needs as identified above. Meet monthly to monitor progress in meeting needs. Have geographically based staff communicate regularly on coordinating services issues.	Ongoing
9. Build capacity of staff to work in partnership with communities and the private sector <ul style="list-style-type: none"> ◆ cross training staff to ensure knowledge of resources and available programs ◆ provide training in job coaching, case management, assessment, employment planning ◆ provide training on available career planning/ job search materials/resources 	Ongoing
STRATEGY 5: Functional Integration of Program Services	
GOAL: Identify and implement interagency consolidated services which result in improved access to services, reduced paperwork and red-tape, reduced overhead and create greater utilization of available resources.	
OBJECTIVES/Agency Responsible	Timeline
<u>Sacramento Employment & Training Agency and County Department of Human Assistance</u>	
1. Co-Locate staff from all organizations, develop cross agency front line staff teams and team recommendations for integration of functions.	Ongoing
2. Explore the possibility of developing a universal eligibility/intake process.	1998
3. Review the possibilities of combining the case management systems of welfare, job training, and Head Start.	1998
4. Review the possibility of coordinated job order/job referral policies and procedures	9/97
5. Integrate Welfare Reform and Job Training Partnership Act procurement process for selection of employment and training service providers.	9/97
STRATEGY 6: Capacity Building	
GOAL: Strengthen service delivery systems in neighborhoods.	
OBJECTIVES/Agency Responsible	Timeline
<u>Welfare Reform Steering Committee</u>	
1. Neighborhood Capacity Building: <ul style="list-style-type: none"> ◆ organizational development ◆ community leadership training ◆ identification of resources to assist neighborhood building ◆ Support CBO's in neighborhood building - define their function by the neighborhood served, not the funding source. ◆ Connect "brokering" CBO's with neighborhoods ◆ Provide grant writing training and technical assistance ◆ Provide on-going technical assistance in program operation ◆ Explore developing systems which provide a continuum of services which is inclusive of everyone who provides or needs a service. ◆ Service sites that serve clusters of neighborhoods ◆ Asset mapping ◆ Geographic Service Areas 	Ongoing

STRATEGY 6: Capacity Building (Continued)	
<p><u>SACBO and Sacramento Federation of Program Operators</u></p> <p>1. CBO's (Community Based Organizations) and Faith Community</p> <ul style="list-style-type: none"> ◆ identify range of services provided by CBO's ◆ identify CBO ties to communities/neighborhoods <p>2. Explore developing systems with:</p> <ul style="list-style-type: none"> ◆ CDC (Community Development Corporation) ◆ SHRA - neighborhood level projects ◆ Small Business Development Centers ◆ Community Colleges, adult education, regional occupation programs 	<p>1/98</p> <p>12/97</p>
STRATEGY 7: Job Creation	
GOAL: Create new jobs in our community to increase the numbers of people who are able to work.	
OBJECTIVES/Agency Responsible	Timeline
<p><u>Sacramento Housing & Redevelopment Agency</u></p> <p>1. Develop model policy for priority hiring and first source hiring targeting TANF recipients to be customized by all partners and recommended to all Boards for approval.</p> <p>2. Encourage development of new business</p> <p>3. Develop incentives which will assist small business to hire more employees.</p> <p>4. Centralize tax credit assistance programs for easy access by employers</p> <p>5. Develop partnership with City/County Economic Development Cabinet and Sacramento Area Commerce and Trade Organization to build and strengthen regional economic development efforts.</p> <p><u>Los Rios Community College District</u></p> <p>1. Encourage development of new business</p> <p><u>County of Sacramento</u></p> <p>1. Explore possibility of tax relief for employers hiring TANF recipients (i.e. training tax)</p> <p><u>Sacramento Employment & Training Agency</u></p> <p>1. Market incentives to employers</p> <p><u>City of Sacramento</u></p> <p>1. Research civil service laws regarding provisions allowing TANF recipients to meet minimum qualifications through Community Work Experience activity.</p>	<p>9/97</p> <p>Ongoing</p> <p>1/98</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>7/97</p> <p>1/98</p>
STRATEGY 8 : Job Identification and Placement Activities	
GOAL: To form a partnership to focus on and coordinate job identification and job placement activities, including recruitment, screening and referral of qualified job seekers to employers.	
OBJECTIVES/Agency Responsible	Timeline
<p>A. <u>Sacramento Housing and Redevelopment Agency (SHRA)</u></p> <p>1. Enterprise Zone - Public Assistance priority</p> <p>2. Federal Contracts - First source referral of Public Assistance</p> <p>3. Training Program - Youth entrepreneur construction job training</p> <p>4. Lending - Grow Sacramento - first source hiring agreement</p> <p>5. Encourage hiring of economically disadvantaged at agency with agency funds</p> <p>6. Centralize tax credits for employers</p>	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>1/98</p> <p>Ongoing</p>

STRATEGY 8 : Job Identification and Placement Activities (Continued)

B. <u>Sacramento Employment and Training Agency (SETA)</u>	
1. Make available Sacramento Works Career Center Core Services, including: <ul style="list-style-type: none"> a. Job listings b. Access to Internet job placement services c. Resume' development d. Career assessment e. Access to phones, fax, copiers, computers f. Access to information and application procedures for all education, employment training providers. 	Completed
2. Screen applicants/refer to employers	Ongoing
3. Pre-employment/work maturity skills training <ul style="list-style-type: none"> a. Industry specific job search b. Job search/job club 	Completed
4. Build relationships with employers <ul style="list-style-type: none"> a. Develop job descriptions b. Connect employers to qualified job seekers c. Work with local Chambers of Commerce, START Team, SACBO 	Ongoing
5. Coordinate job development and marketing services	Ongoing
6. Contract with local educational institutions and CBO's to provide on-the-job training and vocational training to clients assessed as in need of skills training.	Ongoing
7. Coordinate with local educational institutions for English As A Second language, Adult Basic Education training and Citizenship training.	Ongoing
8. Coordinate with economic development organizations to provide comprehensive services to local employers.	Ongoing
9. Seek additional funding and/or redirect a portion of job training funds to place TANF recipients into jobs or training.	Ongoing
10. Collaborate on regional economic development efforts.	Ongoing
C. <u>Los Rios Community College District</u>	
1. College career center services, including career and educational planning	Completed
2. Access to employer job listings via job boards and Internet job search capabilities	Completed
3. Career development courses, including job search portfolio development, workplace transitions, resume preparation, work/life management, and career realignment	Ongoing
4. Small business planning, assistance and development services	Ongoing
5. Internship and work experience opportunities in conjunction with course work	Ongoing
6. Vocational skills training in traditional and short-term formats	Ongoing
7. Coordination on regional economic development efforts	Ongoing
D. <u>Sacramento County Office of Education</u>	
1. Short-term customized workforce programming.	Completed
2. Workforce On-Line - an electronic linkage for job ready applicants to employers	Ongoing
3. School-To-Career paid and non-paid internships in over 50 occupational areas	Completed
4. Career assessment, job placement, development, and access to "Job Vault"	Completed
5. General employability preparation to include resume, portfolio, getting and keeping a job strategies.	Ongoing
6. Articulated educational programs (ROP) accepted for community college credit in several demand occupational areas.	Completed

STRATEGY 8 : Job Identification and Placement Activities (Continued)

7. Programming for specifically identified population, i.e. TANF	Ongoing
8. Access through a shared database of over 3,500 businesses that currently provide paid and non-paid internships.	Completed
9. California Department of Education approved courses for pre-apprenticeship training.	Completed
10. Linkages with all local Chambers of Commerce	Completed
11. Grant writing and administrative expertise	Ongoing
12. GED Testing and Instruction	Completed
E. <u>County of Sacramento</u>	
1. Develop Community work experience opportunities in public entities (County, City) and non profit/CBO's (Community Based Organizations)	Ongoing
2. Fast Track Job Search	Ongoing
3. Implement a life skills curriculum designed to address issues that contribute to a client's inability to get or keep a job.	Ongoing
4. Pro-active client follow-up and job support coaches/support groups	Ongoing
5. Support hotline/24 hour auto club (AAA)	Ongoing
6. Develop contracts with shelter care workshops; training contracts; youth training; job search services	Ongoing
7. Establish a data system to capture employability information	Ongoing
8. Coordinate marketing of employer incentives and centralize services for access by employers.	Ongoing
9. Develop partnerships with temporary employment agencies	Ongoing
a. Train TANF recipients in workability skills	
b. Develop temporary jobs in the private sector	
c. Contract with temporary agencies to administer temporary hire with employer (reduced rate due to job development by DHA).	
d. Temporary agency paid by DHA (i.e. supported work)	
e. TANF recipient treated as any temporary agency employee (access to benefits, additional training, additional referrals to non-TANF employers.	
f. Goal is long term placement or experience to attain permanent employment.	
10. Develop diversion or prevention programs to assist people financially or through brokering for transportation, work tools/clothes, or other services which will prevent the need for TANF.	Ongoing
F. <u>City of Sacramento</u>	
1. Create jobs through economic development	Ongoing
2. Develop Employer Incentives: both regulatory incentives and financial incentives	Ongoing
3. Develop community work experience opportunities in City Departments	Ongoing
4. Hire TANF recipients to work for the City	Ongoing
5. Collaborate on Regional Economic Development	Ongoing
6. Provide paid Internships/Job Shadowing to local students - college and high school	Ongoing

STRATEGY 9: Community Work Experience

GOAL: Provide a work activity for unemployed TANF recipients who are not working to provide the community with needed work and service while preparing TANF recipients for employment

OBJECTIVES/Agency Responsible**Timeline**County Department of Human Assistance

- | | |
|---|-----------|
| 1. Recruit employers and develop centralized community work experience job bank. Priority for employers: | Ongoing |
| a. Public sector employers | 9/97 |
| b. Non-profit/community based employers | 9/97 |
| c. Private sector employers | 9/98 |
| 2. Insure six weeks job preparation/search prior to placement in Community Work Experience | Completed |
| 3. Develop Participant and Work Site Supervisor Handbooks and Orientation (use PREP or Summer Youth Employment Training program models) | |
| 4. Provide Workers Compensation coverage for all participating entities | Completed |
| 5. Prioritize TANF recipients for enrollment in Community Work Experience: | Completed |
| a. First priority - 2 parent families | |
| b. Second priority - 1 parent families with children in school | |
| c. Third priority - 1 parent families with 1 child | |

Calendar year

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999				Qtr 1
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	IMPROVE LINES OF COMMUNICATION	1d													
2	Formalize Executive Steering Committee	1d													
3	Recruit membership of Executive Steering Committee	1d													
4	Department of Human Assistance	1d													
5	Sacramento Employment & Training Agency	1d													
6	Sacramento Housing & Redevelopment Agency	1d													
7	City of Sacramento	1d													
8	Los Rios Community College District	1d													
9	Sacramento County Office of Education	1d													
10	Responsibilities of Executive Steering Committee	346d													
11	Form Planning Workgroup of partner staff	87d													
12	Receive regular briefings from Planning Workgroup	52w													
13	Schedule regular quarterly meetings w/City Managers	52w													
14	Coordinate welfare reform planning process	52w													
15	Coordinate One Stop Career Center planning process	52w													
16	Coordinate family self-sufficiency planning process	52w													
17	Responsibility of Planning Workgroup	261d													
18	Agree upon local goals to coordinate planning	43.4w													
19	Review and input into plans and applications	43.4w													
20	Co-applicants for funding	43.4w													
21	Implementation and evaluation of joint projects	43.4w													

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999				Qtr 1
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
22	Include Input from workgroup into grant proposals	43.4w													
23	Develop common community needs assessment	43.4w													
24	Coordinate local planning efforts	85d													
25	COORDINATE LOCAL WELFARE REFORM PLANNING	1d													
26	Develop Community participation process	217d													
27	Incorporate community input	43.4w													
28	Add new partners as they are identified	43.4w													
29	Prioritize desired outcomes/identify program strategies	217d													
30	Caseload reduction through job placement	1d													
31	75% of 2-parent families in work activities	45d													
32	25% of single parent families in work activities	45d													
33	Reduction in pregnancy and improved parenting	43.3w													
34	Increase of children attending school and learning	43.4w													
35	Develop evaluation of collateral social impacts	261d													
36	Increase in crime rate	1d													
37	Increase in crime rate	217d													
38	Increase in homelessness	217d													
39	Increase in child abuse	1d													
40	Link to other planning initiatives to ensure collaboration between	260d													
41	Government	52w													
42	Community	52w													

Project. Timeline for Comprehensive Welfare Reform Planning
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999				Qtr 1
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
43	Education	52w													
44	Private Sector	52w													
45	Develop comprehensive County Welfare Reform Plan	60d													
46	Develop draft Welfare Reform Plan	1d													
47	Conduct final public hearing	60d													
48	Submit plan to State of California	60d													
49	LEVERAGING FUNDS	1d													
50	Leverage all federal and state entitlement funds	52w													
51	Research methods to ensure coordination of funds at local level	52w													
52	Use available funding to provide more people with service	52w													
53	Fill service gaps created by city/county revenue shortfalls	52w													
54	Leverage full day/year round Head Start services	52w													
55	Obtain private funding	52w													
56	Provide local match funding to encourage coordination	52w													
57	Identify which funds should be used to fund each local goal	52w													
58	STRENGTHEN NEIGHBORHOOD JOB SERVICES	1d													
59	Build upon and strengthen existing Neighborhood systems	52w													
60	Define the neighborhood boundaries	66d													
61	Explore use of school and community centers as focal points	52w													
62	Transition staff and services to neighborhoods utilizing	260d													
63	Sacramento Works Career Centers	52w													

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary








Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999				Qtr 1
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
64	Neighborhood Service Agencies	52w													
65	County Multi-Service Centers	52w													
66	City Resource Centers	52w													
67	Support the concepts of	260d													
68	Physical co-location	52w													
69	Shared cases	52w													
70	Cross-training	52w													
71	Service integration	52w													
72	Teams working on services	52w													
73	Respond to need of neighborhoods as defined by residents	52w													
74	Provide services to meet needs of neighborhood based on	260d													
75	Demographics/culture	52w													
76	Existing neighborhood surveys	52w													
77	Face to face contact with resident	52w													
78	Neighborhood interaction	52w													
79	Existing data or studies	52w													
80	Who can best meet the needs	52w													
81	Create partnerships to integrate view of community needs	260d													
82	Meet regularly to monitor progress in meeting needs	52w													
83	Assign geographically based staff to communicate	52w													
84	Build staff capacity to work with neighborhoods and employers	180d													

Project: Timeline for Comprehensive Welfare Reform Planning Date: 7/21/97	Task		Summary		Rolled Up Progress	
	Progress		Rolled Up Task			
	Milestone		Rolled Up Milestone			

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999				Qtr 1
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
85	Provide cross training to staff	35w													
86	Train staff in job coaching, case management, assessment	36w													
87	Train staff on career planning, job search assistance	36w													
88	FUNCTIONAL INTEGRATION OF PROGRAM SERVIC	1d													
89	Co-locate staff, develop cross agency front line staff teams	24w													
90	Develop universal eligibility/intake process	132d													
91	Combine case management systems	132d													
92	Coordinate job order/job referral procedures	66d													
93	Combine service provider procurement for JTPA and Welfare Ref	151d													
94	CAPACITY BUILDING	1d													
95	Develop Neighborhood Capacity Building Plan, including	260d													
96	Organizational development	52w													
97	Community leadership training	52w													
98	Identification of resources to assist neighborhood building	52w													
99	Support CBO's in neighborhood building	52w													
100	Connect large, countywide CBO's with neighborhood groups	52w													
101	Provide grant writing training and technical assistance	52w													
102	Provide on-going technical assistance in program operation	52w													
103	Provide an inclusive continuum of services/asset mapping	52w													
104	Identify range of services provided by CBO's	52w													
105	Identify CBO ties to communities/neighborhoods	52w													

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	Duration	1997				1998				1999			
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
106	Explore developing systems with	260d												
107	Community Development Corporations	52w												
108	SHRA neighborhood level projects	52w												
109	Small Business Development Centers	52w												
110	Community Colleges, adult education, regional occupation progra	52w												

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	1997			1998				1999				2000				Qtr 1
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	JOB IDENTIFICATION/PLACEMENT																
2	Job Search Classes																
3	Fast Track/Job Search																
4	Job Search/Job Club																
5	Welfare To Work																
6	Recruitment/Assessment																
7	Career exploration curriculum																
8	Industry specific curriculum/employer involvement																
9	Job Development/Placement																
10	Follow-up/Retention																
11	Life Skills Workshops																
12	Career development courses																
13	Sac Works Career Centers																
14	Job listings																
15	Access to internet jobs listings																
16	Resume development																
17	Career assessment/planning																
18	Access to computers, phones, faxes, copiers																
19	Access to education and employment & training providers																
20	Building Relationships with Employers																
21	Actively participate in Chambers of Commerce																

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

7/21/97 1 A:\WELFARE.MPP

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	1997			1998				1999				2000				Qtr 1
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
22	Work w/SACTO on economic development																
23	Partner w/City/County Economic Development Cabinet																
24	Access to 3,500 businesses currently providing internships																
25	Continue START Team																
26	Enterprise Zone program priority for TANF																
27	Centralize tax credit assistance programs for employers																
28	Develop marketing plan for employers																
29	Develop employer incentives - regulatory and financial																
30	Market incentives/programs to employers																
31	Job Development & Placement																
32	Job Development/placement																
33	Screen applicants/refer to employers																
34	Develop priority hiring and first source hiring programs																
35	Develop partnership with temporary employment agencies																
36	Electronic job placement: Workforce On-Line, Cal Jobs																
37	Follow-up w/employers and applicant																
38	Hire TANF recipients in entry level jobs																
39	Job Creation																
40	Develop model policy for priority/first source hiring																
41	Develop model policy																
42	Request approval by all governing boards																

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Summary

Rolled Up Progress

Progress

Rolled Up Task








Milestone

Rolled Up Milestone

7/21/972 A WELFARE.MPP

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	1997			1998				1999				2000				
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
43	Encourage development of new business					SHRA,LRCCD											
44	Encourage expansion of small business					SHRA,LRCCD											
45	Explore tax relief for employers hiring TANF recipients					DHA											
46	VOCATIONAL/OCCUPATIONAL SKILLS TRAINING																
47	Articulated educational programs (high school to college)					SCOE,School Districts,LRCCD											
48	Short Term customized workforce programming					SCOE											
49	Vocational skills training in traditional and short term formats					School Districts,LRCCD											
50	School-To-Career internships in 50 occupations					SCOE											
51	Internships and work experience in conjunction with courses					School Districts,LRCCD											
52	Contract w/local providers for																
53	On-the-job training					SETA											
54	Occupational skills training					SETA											
55	Basic Adult Education and English-As-A-Second Language					SETA											
56	Citizenship training					SETA											
57	Work experience					SETA											
58	Limited internship for youth					SETA											
59	Employment services					SETA											
60	Provide youth entrepreneurial training					SHRA											
61	Provide job training construction program					SHRA,SETA,SCOE											
62	COMMUNITY WORK EXPERIENCE																
63	Recruit employers to develop centralized worksite bank																

Project: Timeline for Comprehensive Welfare Reform Planning Date: 7/21/97	Task		Summary		Rolled Up Progress	
	Progress		Rolled Up Task			
	Milestone		Rolled Up Milestone			

Timeline for Comprehensive Welfare Reform Planning

ID	Task Name	1997			1998				1999				2000				Qtr 1
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
64	Public sector employers																
65	Non-profit/community based employers																
66	Private sector employers																
67	Develop Orientation, and Participant/Supervisor Handbooks																
68	Provide workers compensation coverage																
69	Prioritize TANF recipients for enrollment																
70	First priority - two parent families																
71	Second priority - single parent families w/school age children																
72	Third priority - single parent families with one child																
73	Provide community work experience worksites/supervision																
74	SUPPORT AND RETENTION																
75	Develop diversion/prevention program																
76	Financial assistance w/transportation, work tools, childcare																
77	Job support, job coaches, support groups																
78	Develop Support Hotline and 24-hour auto club																
79	Establish a data system to capture employability information																

Project: Timeline for Comprehensive
Date: 7/21/97

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

7/21/97 A:WELFARE.MPP

Attachment II

Drug/Alcohol Treatment Programs

SACRAMENTO COUNTY ALCOHOL AND DRUG BUREAU RESOURCES

Resource: October 30, 1997

PHONE 874-9754

COUNTY PROVIDER RESIDENTIAL HOME	ZIP	PHONE	SS	Co	Administrator
Alpha Oaks - 8400 Fair Oaks Blvd., Carmichael ♀	95608	944-3920	X	X	Joyce Thille
Alternative House (The Effort) - 1550 Juliesse Ave	95815	921-6598	Copay	X	Patricia Patterson
Amigas Recovery Home - 101 Southlite Circle ♀	95831	421-5594	X	X	Diane Serna
Gateway Foundation, Inc. - 4049 Miller Way ♀	95817	451-9312	X	X	Marge Derdowski
MiCasa Recovery Home - 2515 48th Avenue ♂	95822	394-2328	X	X	David Armstrong
Options for Recovery - 4875 Broadway, Suite 114 ♀	95820	874-9890	X	X	Lawrence Kuhlman
River City Recovery Center - 500 - 22nd Street ♂	95816	442-3979	X	X	Lynne Skaggs
Sacramento Recovery House - 1914 22nd Street ♂	95816	455-6258	X	X	Bill Harker
Turquoise Indian Lodge - 2727 P Street ♀	95816	456-3487	X	X	R. Redleaf Van Etten

NON-PROVIDER RESIDENTIAL HOMES	ZIP	PHONE	CONTACT
Calvary Christian Overcomers Home-2733 Branch St.	95815	929-5166	Emmet Lewis
Fair Oaks Recovery Center - 8312 Madison Ave. Fair Oaks	95628	863-1606	Fred Sigur
Getting Sober Staying Sober - 2942 La Solidar Way	95817	454-2767	Charles Brown
Gullhaven Recovery Home - 7539 Telegraph. Orangevale	95662	988-9330	Chester Brown
New Dawn - 5431 Auburn Blvd., Suite 252 ♀	95841	969-4300	Hazel Morton
Oak House Recovery Home- 7919 Oak Ave., Citrus Heights ♂	95610	721-9699	Ken Jaros
Rollinghills Recovery Home - 709 Columbia Dr.	95826	448-5954	Danial Hurdle
Salvation Army Rehab Center - 1615 D Street	95814	441-5267	Bill Porter

DETOXIFICATION	ZIP	PHONE	Al	Dr	Administrator
Alpha Oaks - 8400 Fair Oaks Blvd., Carmichael ♀	95608	944-3920	X		Joyce Thille
Bi-Valley (Methadone) 2100 Capitol Ave	95816	442-4985		X	Barbara Anania
310 Harris Ave., Suite A	95838	649-6793		X	
6127 Fair Oaks Blvd., Carmichael	95608	974-8090		X	
Center for Behavioral Health (Methadone) - 7225 E.Southgate Dr., #D	95823	394-1000		X	Randal Terwedo
D&A Detox - 5273 Verner Avenue	95841	349-9007	X	X	David Troutman
Gullhaven Recovery Home - 7539 Telegraph, Citrus Heights	95662	988-9330	X	X	Chester Brown
John Jones Clinic(Community Clinic)950 Sacramento Ave, W.Sacto.	95691	371-1966	X	X	Cecelia Thornton
The Effort - 1550 Juliesse Avenue	95815	920-3588	X	X	Alicia Torres
Oak House Recovery Homes - 7919 Oak Ave., Citrus Heights ♂	95610	721-9699	X	X	Carol Robinson
VOA Inebriate Center - 2700 Front St. (Alcohol only)	95814	448-1236	X		

SUPPORT GROUPS	PHONE	SUPPORT GROUPS	PHONE
Adult Children of Alcoholics		Nar-Anon	646-6534
Al-Anon Family Group/Alateen	334-2970	Narcotics Anonymous	658-1899
Alcoholic Anonymous 7500 14th Ave., #27	454-1100	Sex Addicts Anonymous	697-0960
Cocaine Anonymous	927-5740	Sex & Love Addicts Anonymous	5521442
Co-dependency Anonymous	558-0448	Tough Love	485-3249
Mothers Against Drunk Driving (MADD)	987-6233	Women for Sobriety	371-1172
Marijuana Anonymous			

OUTPATIENT COUNSELING/TREATMENT	ZIP	PHONE	DMC	SS	Administrator
Bi-Valley (Methadone) 2100 Capitol Ave 310 Harris Ave. Suite A 6127 Fair Oaks Blvd., Carmichael	95816 95838 95608	442-4985 649-6793 974-8090	X X X		Barbara Anania
Center for Behavioral Health (Methadone) - 7225 E. Southgate #D	95823	394-1000	X		Randal Terwedo
Chemical Dependency Center - 1507 21st St #100	95814	448-2951	X	X	Virginia SaldanaGrove
County Counselors: Del Paso Hts. Neighborhood Svc. Agency - 3970 Research Drive New Helvetia/River Oaks Service Ctr. - 776 Revere St. Oak Park Multiservice Ctr. - 3415 M.L.K. Bl.	95838 95818 95817	648-0305 874-9140 875-2999		X X X	Rosalind Garner Helen Gutierrez Bert Bettis
Mi Casa Recovery Home - 2515 48th Ave. ♀ and ♂	95822	394-2328		X	David Armstrong
N.C.A.D.D. - 650 Howe Ave., Suite 1055	95825	922-9217		X	Kathe Pratt
New Bridge Foundation-(HEARING IMPAIRED)1820 Tribute Rd. (Nor-Cal Interpreters)	95815	682-3411 921-1243		X	Tom J. Horvath
Options for Recovery - 4875 Broadway, Suite 114 ♀	95820	874-9890		X	Lawrence Kuhlman
Rational Recovery		484-7867			Cindy Gates
Rio Vista CARE, Inc., 125 Sacramento St.,	94571	707/374-5243		X	Araminta Blackwelder
River City Recovery - 500 - 22nd Street	95816	442-3979		X	Lynne Skaggs
Sacramento Black Alcoholism Center - 2425 Alhambra Blvd.	95817	454-4242	X	X	Joe Ganaway
The Effort: 1820 J St.	95814	444-6294	X	X	Trisha Stanionis

DRUG DIVERSION (PROBATION)	PHONE	Administrator
Probation	875-0800	
Galt Drinking Driver Program, 908 C St., Suite J Galt, 95632	888/425-8384 209/744-2546	James Black, Manager
M.A.A.P. 4241 Florin Rd., Suite 110 95823	394-2455	Ernest Motley
N.C.A.D.D. 650 Howe Ave., Suite 1055 95825	922-9217	Kathe Pratt
DRUG COURT TREATMENT	875-1195	Suzanne Collins

DRINKING DRIVER PROGRAMS	ZIP	PHONE	1st	Meth	SS	Administrator
A.F.T.E.R. 1. 5120 Manzanita Ave., #120, Carmichael 2. 1025 19th St., Suite 2	95608 95814	344-0359	X X		X X	Arlene May
Breining Inst. 1. 2775 Cottage Way, #26 2. 7880 Alta Valley, #203 3. 8880 Greenback Lane, Orangevale	95825 95816 95662	972-8175 688-1163 987-0662	X X X		X X X	Michael Breining
Sacramento Drinking Driver 1. 4241 Florin Rd., Suite 110 2. 3437 Myrtle Ave., #420, N.H.	95823 95660	394-2320 338-6835	X X	X X	X X	Stacey Copeland Sandra Creney
Safety Center, Inc. - 3909 Bradshaw Rd.	95827	366-7233	X	X	X	Charlene Miller

OTHER RESOURCES	PHONE	OTHER RESOURCES	PHONE
Adult Protective Services (APS)	874-9377	Sacramento County Alcohol & Drug Bureau	874-9754
Child Protective Services (CPS)	875-5437	Sacramento County Sheriff Narcotics Division	440-5456
Family Service Agency (family counseling)	368-3080	Social Security Administration (SSI)	1-800-772-1213
General Assistance Alcohol and Drug Prog.	552-8950	State of California Resource Center	1-800-879-2772
Dept. of Human Assistance (GA, AFDC, etc.)	874-3072	Suicide Prevention Hot Line	368-3111
Mental Health Treatment Center	875-1000	The Effort (medical clinic)	446-6467
Mental Health Administration	875-5641	The Effort (drug testing)	444-3440
Sacramento City Police Narcotics Division	264-5796	(WEAVE) Women Escaping a Violent Env.	Crisis 920-2952 Bus. 448-2321

TRANSITIONAL LIVING	ZIP	PHONE	CONTACT
Clean & Sober Transitional Living-8934 Madison Ave.F.O.	95628	961-2691	Don Troutman
Delaney's Transitional Sober Living 7860 Manorside Dr.	95832		John Delaney
IF House - 2717 P Street (four plex)	95816	736-2234	Jeri Sanders
Step House - 401 15th St.	95814	444-8216	John Foley
The Green Twig Corp. - 4448-79th St. ♀	95820	731-4352	
3924-14th Ave. ♂	95820	736-3922	
Women in Transition 7769 Farmgate Way, C.H. ♀	95610	989-0704	Roger / Judy

PREVENTION/INTERVENTION	ZIP	PHONE	Co	Administrator
Asian Pacific Community Counseling - 5330 Power Inn Rd., Suite A	95820	383-6783	X	Vivan Lee
Alternatives for Galt Youth, Galt Joint Union School District, 21 C St., Galt	95632	209/745-5457	X	Patrica St. James
NCADD - 650 Howe, Suite 1055	95825	922-9217	X	Kathie Pratt
National Guard-drug demand reduction program		854-3890 Fax 854-3834	X	Terry Nolan
A New Legacy - 7063 Woodmore Oaks Dr. Citrus Heights	95610	729-6761		
Omni - PASA - 2150 Butano Dr.	95825	482-7702	X	Lyn Webb
People Reaching Out - 5433 El Camino Ave., Carmichael	95608	567-3300	X	Kathy Hill
Rio Vista Care - 125 Sacramento St., Rio Vista	94571	707/374-5243	X	AramintaBlackwelder
Sac. Children's Home, S.E.T. Program - 2750 Sutterville Rd.	95820	452-3200	X	Roland Udy
Sac. City School Dist.- 520 Capitol Mall, 6th Floor	95824	264-3097	X	Mary Reilly
Sac. Co. Office of Educ. 9738 Lincoln Village	95827	228-2202	X	Cheryl Raney
Friday Night Live/Club Live		228-2424	X	Joelle Orrick
Southeast Asian Assistance Ctr - 5625 24th St.	95822	421-1036	X	Janice Hunt
Visions Unlimited - 7000 Franklin Blvd. #200	95823	393-2203	X	Peg Manes

Attachment III

Los Rios Community College

Summary

in Response to Chancellor's

Office Item, Page 30

LOS RIOS COMMUNITY COLLEGE DISTRICT
Education & Technology

CalWORKs Funding

Curriculum Development and Redesign - 8%

Funding to be used to develop or redesign curriculum to meet new educational needs of CalWORKs participants.

Curriculum developed should be appropriate to serve a diverse population of students for workforce preparation.

Short-term intensive educational programs that lead to employment in industries and occupations demanded by local labor market.

Coordination - 8%

Two major components: (1) campus coordination with the county welfare departments, and (2) coordination of programs and services for CalWORKs participants on campus.

It is recommended that districts/colleges establish memorandums of understanding between the districts/colleges and county welfare departments to specify roles and responsibilities.

Advisory groups, comprised of representatives from all segments of the college and community, should be formed at each college and/or the district to review programs and services that impact CalWORKs participants.

A case management approach should be used.

Job Development/Job Placement - 8%

The purpose of these funds is to place CalWORKs students in work activities that meet work participation requirements and provide practical experience.

Expansion of job placement and job development functions within the college is an eligible use of funding.

Colleges should be coordinating with county welfare departments and other agencies to ensure appropriate tracking and follow-up of CalWORKs students into employment.

These funds cannot be used to supplant existing staffing or resources.

Work/Study - 28%

The purpose of these funds is to provide work opportunities that will enable CalWORKs students to meet CalWORKs work requirements while pursuing an educational program.

CalWORKs students must be self-initiated or referred by county welfare, must be in good standing, and maintain satisfactory progress in their educational program.

An additional 25% can be used for work/study, additional child care, or under limited circumstances, instruction.

Child Care Funding - 23%

Child care is a critical component in ensuring success of CalWORKs students.

Subsidized child care and development services shall be for children of CalWORKs students through campus-based centers or parental choice vouchers.

CalWORKs students must be in good standing and making satisfactory progress in their educational programs to be eligible for services.

Instruction - 25%

Funding can be used for instruction if: (1) the district has unfunded FTES workload after General Apportionment and Basic Skills Supplemental funding, and; (2) the district needs additional funding to meet the increased demand for serving additional numbers of CalWORKs (formerly AFDC) students.

Eligibility for Funding

Colleges must:

- (1) Notify the Chancellor's Office of unused funding and changes in the college's plan and provide a final expenditure report;
- (2) Beginning with Spring Semester 1998, each term, provide to the Chancellor's Office program and student data that is needed for reporting.
- (3) ***By January 31, 1998, jointly develop with the county welfare department(s) a list of community college programs that lead to employment (as per the provisions of AB 1542) and submit this list to the Chancellor's Office.***

Attachment IV

Local Child Care Plan

Parents Earning **C**hildren Learning

**Sacramento County
Local Child Care Plan**

**May 1997
Sacramento Child Care Planning Council**

*THE OVERARCHING PRINCIPLE GUIDING THE DEVELOPMENT OF THIS PLAN
IS THE BELIEF THAT CHILDREN WHO ARE PROVIDED WITH
OPPORTUNITIES TO LEARN AND BE STIMULATED IN
ACCORDANCE WITH THEIR DEVELOPMENTAL STAGES
WHILE THEIR PARENTS ARE ENGAGED IN THE WORKFORCE
WILL BE READY TO LEARN AND BECOME SELF SUFFICIENT ADULTS*

“Parents Earning - Children Learning”

Sacramento County Local Child Care Plan, 1997

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Executive Summary
Sacramento County Local Child Care Plan, 1997

COUNTY WIDE DATA AND ESTIMATES

- According to July 1996 State of California Population Projections of 1,216,048 residents of Sacramento County, 260,952 or 21% are under age 14.

AFDC/TANF RELATED DATA

- As of February 1997, the Sacramento County Department of Human Assistance reported that there were 91,840 children, birth through age 12 living with parent(s) receiving AFDC/TANF on their behalf.
- The number of children on AFDC enrolled in school increased by 12,290 from October 1991 to October 1995, according to information provided by the Sacramento County Office of Education.
- The Sacramento County Department of Human Assistance reports that of 47,061 families receiving AFDC/TANF 9,456 or 20.09% are two parent families as of February 1997.
- According to the California AFDC characteristics study in 1995, 19.6% of AFDC/TANF families are already in the work force.

CHILD CARE INFORMATION

- As of January 1997, 31,242 children birth through 12 are enrolled in licensed child care in Sacramento County according to data collected by Child Action, Inc.
- The current licensed and license exempt center child care capacity is 39,179 according to the information compiled by Child Action, Inc.
- We estimate that 65,969 children birth through 12, of whom 8,683 are AFDC/TANF recipients, have parents who will join the work force and will need licensed child care by 2002.
- We project a shortfall of 26,790 child care spaces by 2002.

ESTIMATED REQUIREMENTS TO MEET 2002 NEED

- Recruit and license an additional 1,500 family child care homes to provide care for 9,000 children.
- Recruit and train 125 new teachers and teacher aides to staff expanded child care centers for 1,500 children.
- Develop 200 START or before and after school recreational program sites on school campuses for 20,000 school age children.
- Develop additional adult education opportunities resulting in an increase in the number of parent participation nursery schools.

TREND HIGHLIGHTS

- Minimum wage increases and reductions in the child care food program will increase the cost of child care.
- Continued reduction in classroom size will create stiff competition for and a probable scarcity of trained child care professionals and physical space for child care and child development programs on school sites.
- Changes in the licensing of family child care homes requiring landlord/owner notification and/or permission may reduce the ability of individuals to establish new family child care homes as needed
- The freeze in hiring and probable reduction in county staff may delay the licensing process for new family child care homes.
- The emphasis on the transition from welfare to work has the potential to displace children of the working poor from their existing subsidized child care slots thus creating a cyclically interrupted path to self-sufficiency.
- The need to create a large number of spaces for child care may result in the utilization of providers whose health and criminal history background have not been cleared, causing further health and safety concerns on the part of parents.
- The recent research findings on the importance of the developmental opportunities in very young children and the significance of physical abuse and /or emotional deprivation and its lasting effects on later brain development argue for the best child care and nurturance at the earliest stages to promote productive citizens in later life.

CONCERNS

- Those currently receiving assistance are afraid that they and their children will be displaced before achieving their educational or career preparation goals.
- The high cost of infant care will negate any savings of the transition from welfare to work or force parents to make choices which are less costly or beneficial to the child.
- The need for a large number of caregivers will create a pressure to reduce existing minimal standards of education for providers.
- Those already employed at low wages are concerned that the child care subsidies for their children will be "claimed" by those transitioning to work.
- Parents need a centralized location to access information on services available including child care, transportation, access to support services and stress reduction.
- The development of working collaborations between employers, providers, schools, agencies and parents is necessary to promote increased access to affordable, quality child care services.
- A pool of qualified substitutes for both child care centers and family day care homes does not exist in Sacramento, which could support opportunities for continuing education of existing staff or cover illness, injuries or other provider related emergencies which can result in no alternate child care for parents.
- Typical workforce entry techniques and opportunities do not qualify for child care subsidies, e.g., on call, internships, volunteer work, etc.
- There is a lack of off hour care. (weekends, shift)
- Provision for mildly ill or other special need child care is currently very scarce and no increase is planned in the immediate future.

RECOMMENDATIONS

FEDERAL BLOCK GRANT

- Continue the approval process for five planning areas for distribution of Federal Block Grant funds as described in Attachment A.
- Approve the use of the certificate (Alternative Payment) program countywide, regardless of Local Plan Area to assure continuity of care.
- Delete the priority for Direct Service for Homeless Children, as they tend to be considered Children at Risk and have first priority call on Federal Block Grant Funds, as at risk children.

SUPPLY EXPANSION:

- Recruit and train 125 new teachers and teacher aides to staff expanded child care centers for 1,500 additional children
- Recruit, train and license 1,500 new Family Child Care homes to provide care for 9,000 children.
- Expand existing part-time (Head Start/ State Preschools) programs to serve 2,000 full time preschool children.
- Increase the abilities of 200 area schools to operate from 6 AM to 6 PM in recreational/academic models for 20,000 plus school-age children.
- Increase number of facilities offering off hour (swing, overnight, evening and weekend) child care.
- Develop a workable model for parent cooperatives for TANF recipients
- Use City of Sacramento Child Care Fund to expand child care services in downtown/midtown.
- Increase the adult education opportunities to provide additional parent participation nursery school spaces.

FACILITIES DEVELOPMENT

- Support legislation for child care facility bonds
- Work collaboratively to develop community based child care facilities
- Obtain local redevelopment funds for construction and/or renovation of child care facilities
- Develop family child care satellite systems for school and center based programs
- Promote employer sponsored on-site child care facilities

QUALITY ENHANCEMENT:

- Train child care professionals in child development, business practices, health procedures, cultural competence, and violence prevention.
- Promote quality assessments and accreditation
- Provide training to expand abilities of child care professionals to care for children with special needs
- Promote recruitment and training of child care professionals to work in child care centers as substitutes, teachers and assistants.
- Expand consumer education and parent education opportunities and services.
- Promote access to the new Child Development Permit.
- Support Head Start and child care collaborative projects to enhance and improve quality of child care services.

FUNDING:

- Assure availability of subsidies for low income families without regard to public assistance linkages.
- Advocate for increased state funding for child care to all low income families
- Promote usage of dependent care as an integral part of cafeteria benefit plans for local employers, both public and private
- Promote utilization of the Earned Income Tax Credit for Dependent Care
- Support AB 326 which provides funds for the Expansion of START Program on a pilot basis.

INFORMATION SOURCES 1997 SACRAMENTO LOCAL CHILD CARE PLANNING COUNCIL DATA

AFDC Data: February 1997: Sacramento County Department of Health and Human Services

Child Care Data: Child Action, Inc.

Other Data: 1994 Source Book; Community Services Planning Council Inc.; Human Services Information Systems; 1990 United States Census Bureau

ATTACHMENT A

PROPOSED LOCAL CHILD CARE PLANNING AREAS

1. NORTH SACRAMENTO

Community Planning Area 1:	95834	North Natomas
	95835	North Natomas
	95836	North Natomas
	95837	North Natomas
Community Planning Area 2:	95626	Elverta
	95673	Rio Linda
Community Planning Area 3:	95833	North Highlands
	95841	Foothill Farms
	95842	Foothill Farms
Community Planning Area 25:	95843	Antelope
Community Planning Area 7:	95833	South Natomas
Community Planning Area 8:	95838	Del Paso Heights
	95815	North Sacramento
Community Planning Area 13:	95814	Downtown
	95816	Downtown

2. NORTH EAST SACRAMENTO

Community Planning Area 4:	95610	Citrus Heights
	95621	Citrus Heights
Community Planning Area 5:	95662	Orangevale
Community Planning Area 9:	95821	Arden Arcade
	95825	Arden Arcade
	95864	Arden Arcade
Community Planning Area 10:	95608	Carmichael
Community Planning Area 10:	95628	Fair Oaks

3. EAST SACRAMENTO

Community Planning Area 6:	95630	Folsom
Community Planning Area 12:	95670	Rancho Cordova
	95827	Bradshaw
	95826	Rosemont
	95655	Mather AFB
Community Planning Area 17:	95829	Vineyard
	95830	Vineyard

4. SOUTH SACRAMENTO

Community Planning Area 14:	95818	Curtis Park
	95822	Land Park
	95831	Greenhaven
	95832	Meadowview

Community Planning Area 15:	95817	Oak Park
	95819	Mid Town
	95820	Tahoe Park
Community Planning Area 16:	95823	Parkway
	95824	Fruitridge
	95828	Florin

5. RURAL SOUTH SACRAMENTO

Community Planning Area 18:	95758	Laguna
	95624	Franklin
Community Planning Area 19:	95624	Elk Grove
Community Planning Area 20:	95690	Walnut Grove
	95641	Isleton
	95639	Hood
	95615	Courtland
	95680	Ryde
Community Planning Area 22:	96693	Galt
	95693	Wilton
	95683	Sloughhouse
	95742	Aerojet
Community Planning Area 23:	95638	Herald
Community Planning Area 24:		Rancho Murieta

History of Local Child Care Planning In Sacramento

Sacramento County has been involved in local child care planning for the past twenty five years.

- **1972**

The Board of Supervisors established the Child Care Commission to provide them with recommendations on the allocation and distribution of Federal Block Grant funds as well as coordinate the varied child care programs in the county: family day care; center based care; private and public sector care.

- **1976**

In December 1976, the Board of Supervisors established the Children's Commission and incorporated the former Child Care Commission into the broader purpose Children's Commission as the Child Care Committee. The Children's Commission purpose was to provide policy guidance and recommendations on a broad spectrum of issues facing children and families in Sacramento including child care services. Also in 1976, Child Action was funded as the Child Care Resource and Referral Agency, providing referrals, technical assistance and financial aid to parents. A member of the staff was a member of the Commission from inception to dissolution in 1994. Under contract with the County until 1994, Child Action conducted an annual child care supply survey.

- **1981**

Beginning in 1981 with a grant from the National Association of Counties, the City and County of Sacramento in conjunction with the United Way, Central Labor Council, Sacramento Metropolitan Chamber of Commerce and the Private Industry Council, established the Child Care Coalition to provide a forum for the planning and development of child care services to meet the diverse needs of Sacramento community. The Coalition sponsored forums on Employer Supported Child Care, School Age Child Care and other emerging child care issues. The coalition discussed legislative, regulatory and local program changes and developed policy recommendations. These were presented to the local legislative bodies for adoption and/ or action.

- **1986**

In 1986 the Mayor's Child Care Task Force was formed in the City of Sacramento. This group explored the efficacy of a City Child Care Commission, developer needs, child care needs of city employees, a methodology for encouraging the development of child care facilities in the downtown area and the barriers to affordable, available, accessible and quality child care.

- **1988**

Both the City and County of Sacramento established Child Care Coordinator positions in 1988. The purpose of these positions was to assess the child care needs of both city and county employees and to develop strategies for meeting those needs, including working with developers, providers and planning departments to streamline planning processes in both entities. Both full time positions have been eliminated in the past several years as a consequence of budget reductions. In Sacramento County the child care coordination responsibility currently rests with the Executive Officer of the Civil Service Commission and represents a resource allocation of approximately 1/10 full time position. According to the City of Sacramento a like amount of staff time is allocated on a "floating" basis. Policies adopted by both the City and County relating to family leave, use of flex time, dependent care benefit plans, use of sick leave for family illnesses, etc. remain in place in both entities.

- **1990**

To address the issue of affordability at the local county level, on February 13, 1990, the County Board of Supervisors created and appointed a Child Care Authority Task force consisting of 18 members representing employers, providers, developers, banking and philanthropic foundations. The scope of work included, but was not limited to:

- Examination and analysis of all existing child care authorities in California;
- Examination of other special purpose authorities;
- Development of the structure of a local child care authority;
- Funding strategies; and
- Legislative proposals (local and state), if necessary.

The work of the task force concluded in early 1991, after determining on advice of the County Counsel that there were significant barriers and current legal challenges to the effective establishment of a single purpose authority with general assessment and allocation powers. Members of the Task Force were recruited to serve as members of the Local Child Care Planning Council.

• 1991

Congress passed the Child Care and Development Block Grant (CCDBG) Act in 1990 which created the first national child care services. In California, Assemblywoman Jackie Speier introduced AB 2124 (Chapter 1187, Statutes of 1991) which allowed the County Boards of Supervisors and Education to designate a single child care planning body, with representatives from specific areas. On April 23, 1991, the Sacramento County Board of Supervisors designated the Sacramento County Children's Commission as the local child care planning body for purposes of meeting state and federal requirements. On May 21, 1991, the Sacramento County Board of Education made an identical designation. A specific committee of the Commission was established that included representatives from the Child Care Authority Task Force, the Child Care Coalition and the Child Care Committee of the Children's Commission, fulfilling the requirements specified in legislation. That body continues today, having succeeded the dissolution of the Sacramento County Children's Commission as the Council responsible for Local Child Care Planning, with different members, but with the areas of representation intact (See attachment A) and supported since 1995 by annual grants of \$17,000 from the California Department of Education carryover funds which are contracted to Child Action for staff services.

In 1991 the County of Sacramento received \$2,444,000, which was allocated by the State Department of Education utilizing the priorities established by the Local Planning Council and approved by the County Boards of Supervisors and Education. The priorities were established by providing specific information on the child care supply, children in need of care and the cost of care in each of five Local Planning areas aggregated from the twenty-four community plan areas to a large public forum. Data cards were solicited from each participant who stated areas of concern and priorities for service. Key persons in the community who were not present at the forum received individual mailings of the priorities set forth by the larger group and their input was tallied along with those present. This data was compiled and presented to the Local Child Care Planning Council who then refined the priorities and adopted the final recommendations which were forwarded to the elected bodies and approved by them with the final approved plan being forwarded to the California Department of Education on August 20, 1991.

The original allocation of these funds is reflected in Table 1 with specific designations for target populations and areas. Over time priorities developed for very specific ages, populations and locales proved very limiting when it came to administering funds and meeting the needs of children and parents in the community. As a consequence amendments/adjustments in the allocation were made over time, and as of FY 95 the allocations are as shown on Table 1. The amount of the allocation for Sacramento County also increased to \$5,484,793. Additional adjustments were made in 1995-1996, becoming permanent for FY 96-97 and beyond with funds in the amount of \$121,986 being reassigned from the Elk Grove Parks and Recreation District to a contract with the National Human Development Foundation. The full allocation information from the California Department of Education is not available for FY 96-97.

Table 1

Comparision of 1991/1995 CCDBG Funds					
	1991		1995		Change
	Amount	%	Amount	%	
Special Populations					
Children of Teen	\$366,600	15%	\$876,406	16%	1%
Homeless Children	\$122,200	5%	\$179,980	3%	-2%
Children at Risk	\$122,200	5%	\$323,500	6%	1%
Planning Areas					
North Sacramento	\$562,120	23%	\$1,156,299	21%	-2%
N.E. Sacramento	\$122,200	5%	\$820,481	15%	10%
East Sacramento	\$195,520	8%	\$329,590	6%	-2%
South Sacramento	\$830,960	34%	\$1,535,123	28%	-6%
Rural Co. Sacramento	\$122,200	5%	\$221,412	4%	-1%
	\$2,444,000	100%	\$5,442,791	100%	

Draft 4/9/97

- **1992**

The Child Care Fund established by the City of Sacramento in 1992, consisting of funds deposited by developers of properties in the downtown area, also remains intact although unallocated. These funds were to be utilized for the establishment of child care facilities for the use of employees in the downtown area. To date, a sum of approximately \$180,000 has been contributed to the fund. It is unknown when the City Council will approve priorities for the use of these funds.

- **1993 - 1996**

The local Child Care Planning Council in conjunction with the Child Care Coalition Steering Committee has reviewed the extent to which the current allocations have met the existing needs in the community and have recommended the reallocations as noted above.

ATTACHMENT B

Membership Roster

Local Child Care Planning & Child Care Coalition
 Steering Committee Members
 8795 Folsom Blvd., Suite 101
 Sacramento, CA 95826
 (916) #87-0510
Updated 04/8/97

PARENTS

Name	Organization	Address	Phone
Jennifer O'Neal	Parent Voices		

EMPLOYERS

Name	Organization	Address	Phone
Tami Kint	Raley's/Bel Air Stores		

COMMUNITY BASED ORGANIZATIONS

Name	Organization	Address	Phone
Karen Valech, Co-Chair	SVAEYC - Sacramento Valley Asso. for the Education of Young Children		
Claire Pisor/Elizabeth English	Cal-Learn Program/Sutter Health		
Greg Hess	Inter-Tribal Council		
Margaret Thorton	SHRA		

ATTACHMENT B (con't)
Local Child Care Planning Membership Roster

GOVERNMENT

Name	Organization	Address	Phone
Alan Boyd	City of Sacramento		
Shirley Concocino	City of Sacramento-Mayor's Office		
Paul Harling	Sacramento GAIN Program		
Peggy Keefe	Dept. Human Assistance		
Vicky Dean	Sacramento County Board of Education		

CHILD CARE PROGRAMS

Name	Organization	Address	Phone
Cindy Giesen	Lotsa Hugs Child Care Program		
Ed Condon	Montessori Learning Commons		
Diane Cromwell, Co-Chair	American River College		
Norma Johnson/Sharon Neese	SETA Headstart Programs		
Saundra Walden/Carol Milliken	B.J. Jordan Child Care Programs		
Jaci White/Lynn Patten	Child Action, Inc.		
Martha Neill	The Caring Place, Luthern Church of the Master		
Judy Randall/Mary Ann Wallinger	San Juan Unified District - Child Care		
Frances Oda	Sacto. City Unified District - Child Care		

STAFF

Name	Organization	Address	Phone
Faye Kennedy	Child Action, Inc.		
Peter lee	Sacramento County Office of Education		
Marge Tomczak - Spc. Consultant	Child Action, Inc.		

TRENDS

In this section we address the key legislative and other changes in both county and other governmental agencies which have occurred since 1991. Those legislative changes which occurred in fiscal year 1996-1997, or will become effective in FY 1997-1998 have been summarized and we have provided our best thinking, along with that of other child advocacy groups, as to the potential impact in Sacramento and some steps which must be considered in the strategies for the local child care plan. We have also included some research findings which have a direct bearing on the fields of child care and child development and resulting implications for local child care planning.

Welfare Reform:

The Personal Responsibility Act of 1996 was passed by Congress and signed by the President, effecting the greatest change in the manner in which America will or will not provide support to families with dependent children in sixty years. Individuals or families receiving aid (Temporary Assistance for Needy Families {TANF}) are limited to a lifetime total of five year limit of benefits. States are authorized to design their own programs within certain Federal limits.

At this time (April 1997) Governor Wilson has proposed a one year limit of benefits within a 24 month period, requiring all single mothers and two parent families with children over 3 months to be employed, in training or performing community service for 32 hours per week if a single parent or 35 hours per week if a two parent family, as a condition of continuing assistance. Federal guidelines set employment standards to be met by each state. Participation requirements for single parent families in the first year (1997) are 25% and for two parent families are 75%, increasing to 50% and 90% respectively by 2002.

Child Care Information, Sacramento County (page B) projects the number of children receiving AFDC who will need child care in 2002.

Impact

It is anticipated that when this measure is fully implemented and 100% participation is required of both single and two parent households currently receiving assistance, that **26,704 children will need child care**. Of the 91,985 children whose parent(s) currently receive AFDC on their behalf, it is projected that 19.6% are already in care, 20.9% are in two parent families and are assumed to be cared for by one of the parents and of the remaining 51% will find other than licensed care. This will require a child care system which is roughly double that which currently exists in Sacramento County.

In order to increase the supply of child care there is an increased need to train providers, both for center based care and family child care homes. It has been proposed that current recipients could be trained to fill at least a portion of this void and could also become Family Child Care providers.

As providers in centers are required to have 12 Early Childhood Education units, a strategy to provide these units in a more compact and accessible manner is being developed by the local community colleges. There are start up costs of approximately \$2,500 inherent in beginning a Family Child Care home, such as fire extinguishers, accreditation in CPR and First Aid, acquisition of equipment, etc. Renovation costs may increase this amount in order to bring a home into conformance with licensing standards. Funding for such costs can serve as a barrier to a recipient's ability to make that transition. Grants for entrepreneurial start up would be a way of addressing those needs. It is anticipated that this will require an 4.5 FTE increase in child care licensing staff. The increased staff cost for the Department of Health and Human Services is estimated at \$261,000. Current hiring freezes and the anticipated position cuts may serve to delay the availability of the necessary supply of homes.

As parents transition from welfare to work, certain methods for obtaining employment for those not receiving assistance appear to be not available to those who are. For example, volunteer or internship positions or on-call, temporary assignments are not considered sufficient to make an individual eligible for subsidized child care.

As we move to implement Welfare Reform a modification of federal regulations and law are needed to permit the utilization of child care monies to be utilized in conjunction with Head Start funds to provide more full day, wraparound child care services to those families and children eligible for Head Start. Parent cooperatives for the provision of care are also an alternative needing further exploration and model development.

Class Size Reduction:

Class size reduction following passage of SB 1777 and SB 1789 in the 1995-1996 legislative year, provided two options for school districts beginning in FY 1996-1997. It permitted the reduction of class size in grades kindergarten through grade 3 only, allowing class size of twenty or fewer students per *certificated* teacher. The options provide different amounts to school districts who reduce class size for full or half days. The governor's proposed budget for 1997-1998 carries \$304.3 million for additional reductions.

Impact

The California Department of Education, Child Development Division recently surveyed all of its contractors that provide center-based services to determine the impact of class size reduction (CSR) on subsidized child care and development programs. Respondents represented a total of 1,448 classrooms which currently serve 27,231 children. Although a few programs are experiencing the loss of a site, it appears at this time that the major impact CSR is having on child care and development programs is relocation -- temporary or permanent -- into inadequate and/or inappropriate facilities. 85% of respondents indicated that there would be no effect in the current fiscal year and less than 2% of programs and facilities are gone for good.

There was an overwhelming need expressed for modular/relocatable buildings, both to maintain the existing programs and to move programs from poor facilities into more appropriate facilities in which to serve children and their families.

There has also been a incredible impact on staffing needs both for the implementation of CSR and the ripple effect in the child care and development programs whose instructors have been hired away from their programs. The quality of instruction is at question in the new reduced size classrooms given the number of provisional certificates. There is question as to the capacity of the Community Colleges to train sufficient child care providers in the required ECE units. The role of a child care provider is seen as a potential employment opportunity for those transitioning from Welfare to Work provided that this is their career of choice and that they have the aptitude and disposition for child care.

In Sacramento all but the following districts with elementary schools have reduced class size:

Sacramento City Unified
Arcohe (average ADA of 500 - already small class size)

Two districts have not displaced any child care and development programs to date.

In the San Juan School district no resulting reductions have occurred nor classroom spaces been lost in child development or preschool programs. Further, as the district moves to reopen Kenneth Avenue School as an elementary school it has committed to moving its School Age Parent (SAPID) program to Encina High School (including a new nursery for the children). Two, in Folsom Cordova, the school board has adopted a policy of no displacement of preschool programs will occur as a result of class size reduction.

All Local Boards of Education should develop workable strategies which will enable them to open schools from 6 AM to 6 PM in order to provide the needed before and after school opportunities needed for school age children and their siblings.

Licensing:

SB 265 (Chapter 18/Statutes of 1996) effective January 1, 1997 permits Family Child Care Home Licensees, both small (6) and large (12) to care for two (2) additional children over the age of six years (Plus Two Option), only if they meet all the requirements of the new law:

- Signed License Addendum
- Proof of control of property - deed or lease
- Signed consent of landlord, if renting
- Notification to each parent of children in care of change in capacity
- Reduction of number of infants in care by one when any additional schoolage child present

SB 1695 (Chapter 449/Statutes of 1996) also effective January 1, 1997 requires all Family Child Care Home licensees who are leasing or renting their homes to notify the landlord/property owner that they are operating a family child care home. Permission of owner/landlord is **required** for those homes caring for 2 additional school age children.

It is imperative that the Sacramento Housing and Redevelopment Agency continue to review the options of child care on all of its projects, including providing permission to its occupants to operate family child care homes on its premises.

AB 1980 (Chapter 881/Statutes of 1996) requires all Family Child Care Home licensees to make available to the public, at their home, licensing reports of inspections and substantiated complaints.

Impact

The potential impact on those Large Family Child Care Homes which choose the Plus Two option is the possible requirement to obtain use permits within the cities of Sacramento, Folsom, Isleton and Galt as well as the unincorporated area of Sacramento County. Currently zoning provisions in the City and County of Sacramento provide that large Family Child Care Homes for 12 or fewer children are permitted and conforming uses in residential zones.

The requirement for providers to reduce the number of infants in care at a one-to-one ratio for each school age child in the "Plus Two" allowance could reduce the existing supply of already scarce infant care. Those attending the Issues and Action Forum of the Local Child Care Planning Council felt that there would be little if any impact of this nature given that infant and toddler care is, for the most part, full time care, and school age is part day care, and as such is less financially viable for the family child care provider.

The ability to license the number of required family child care homes in a timely fashion may be impacted by the recent hiring freezes and/or staff reductions imposed on county departments in conjunction with the required budget reductions for 1997-1998 budget.

Food Program:

The tiering system for meal reimbursement required by welfare reform legislation will cut \$2.2 billion nationally from the Child and Adult Care Food Program over the next six years beginning July 1, 1997. Average weekly reimbursement rates would drop from \$82 to \$40.

Impact

It is expected that the greatest impact in Sacramento will occur in approximately 60 % those homes receiving the food program subsidy through the B. J. Jordan Child Care Program, based on a recent assessment by staff in the program. The projected national impact is an increase of \$7 per week in the rate charged by providers.

Minimum wage:

Effective March 1, 1997 the minimum wage will be increased to \$ 5.00 per hour and again in September 1997 to \$5.15 per hour, and to \$5.75 per hour in September of 1998.

It is anticipated that this will increase rates at a number of child care facilities, although no current projections are available.

Local Child Care Planning Council:

In the Governor's Budget there is a permanent funding base in the amount of \$1 M for Local Child Care Planning Councils to develop local priorities for the distribution of federal and state funds. Several bills pending in the legislature propose a reconfiguration of the membership and responsibilities of the Local Planning Council.

Impact

In keeping with this increased allocation it is expected that each Local Planning Council will become the body to determine the recommended priorities for allocation of child care monies to the County Board of Supervisors and the County Board of Education. This is much like the process utilized for the new Federal Child Development Block Grant funds in 1991. However, it appears that it anticipates a larger responsibility over more funds than those currently designated.

Current Research

In 1995 the Families and Work Institute released a report based upon 6 years of assessment found that for the most part the quality of child care in America is minimal, in 35% - 40% of cases is actually harmful, and called for an upgrade of all types of care to best provide the US with children who are prepared to learn and become productive citizens.

In the spring of 1997 much attention is being paid to a variety of research that addresses the need for recognition of the important development that takes place in a child's brain both prenatally and in the very early years of life from birth to age three. (TIME, February 3, 1997)

Impact

If a part of the goal of transitioning parents from welfare to work includes a goal of preparing their children to be ready 1.) for school and 2.) for the work force when they reach the age of majority, it is imperative that parents be educated about the importance of these factors when they select the child care placement for their children. It is also important that those who are providing exempt care be provided with the opportunities to learn those techniques and skills which stimulate a child's brain and further their development. This material needs to be incorporated in the training for all child care providers and parents.

SUBSIDIZED CHILD CARE SERVICES IN SACRAMENTO COUNTY SUMMARY

Over \$49,587,912 dollars of state and federal funds are allocated each year for child care and preschool services in Sacramento County. These funds are distributed through a comprehensive state-wide delivery system that has evolved to meet the changing needs of our society since 1945 when the first centers were funded during World War II. Forty-five percent of these funds are designated for Compensatory Education Programs, better known as Head Start or State Preschool Programs. These programs were designed in the 1960's as part of the War On Poverty. They are early intervention programs that provide preschool education and parenting education to low-income children and families. Programs are primarily part-time, 3 1/2 hours a day and not designed to address the needs of a working family for child care. Subsidized Child Development programs, which make up another forty-four percent of Sacramento's subsidized child care funds, began to grow in earnest in the late seventies as women joined the work force in increasingly larger numbers. Most recently welfare reform initiatives have expanded the role of the child care programs in an effort to move people from public assistance to self-sufficiency. Only five million dollars of an unlimited entitlement system remains to support child care for public assistance linked families. Each of these government subsidies were developed for specific and unique purposes and serve families in very different ways. To understand how best Sacramento families can be served by these three major subsidy programs, the differences between these programs must be understood.

I. HEAD START AND STATE PRESCHOOL ENRICHMENT PROGRAMS:

Part-time programs for three and four year old children, running primarily three and one half hours a day, five days a week. Parent participation is desired and strongly encouraged. Both programs are designed for low-income families. Head Start however, can serve up to 10% families that are over income guidelines. The programs are designed to prepare low-income children for school and provide parent education and support services to the family. Head Start has implemented an infant/toddler pilot project during the last year.

II. CHILD CARE AND DEVELOPMENT PROGRAMS:

Center-based Child Care: Full day child care programs for children, ages birth to fourteen years, from low-income families who need child care in order to work, attend school or participate in job training programs. Programs are regulated by Title 22 of the Health and Safety Code and Title 5 of the Education Code. Parent participation, educational curriculum components and support services for the family are required. These programs are operated by school districts and not-for-profit organizations. They are usually center based although some family day care home systems exist. They are subsidized totally by contract with the California Department of Education.

Alternative Payment/Certificate Programs: Child Care subsidies are distributed through a voucher mechanism to private child care centers, family day care homes and exempt child care providers. These programs are based on Parent Choice. The parent selects the care that best meets the family's needs and the Alternative Payment Program pays for the child care. Non-profit agencies, school districts and county government typically operate these programs under contract with the California Department of Education.

III. COUNTY GOVERNMENT CHILD CARE SERVICES:

County governments operate a number of child care subsidy programs for families who are linked to public assistance. These programs operate on the concept of parental choice, including choice of in-home or exempt child care providers. These programs include GAIN Child Care for participants in the GAIN Program, Transitional Child Care for working families recently transitioned off of public assistance, NET (Non-Gain Education and Training Program) which provides child care for families in certain education and training programs and CAL-Learn which provides eligible teen parents with assistance while attending high school. Counties also offer the Income Disregard and Supplemental Child Care Programs to working AFDC families, where child care costs are subtracted from income before grant amount is calculated.

PROGRAM DESCRIPTIONS

I. HEAD START AND STATE PRESCHOOL ENRICHMENT PROGRAMS

Head Start and State Preschool Programs account for \$21,527,404 dollars of federal and state dollars in Sacramento County. Head Start funds are administered by the Federal Department of Health and Human Services, Administration for Children, Families and Youth. State Preschool funds are administered by the State Department of Education, Child Development Division. Currently we are seeing expansion of both Head Start and State Preschool Programs.

These programs are seen as preventative services, moving families out of poverty and saving the government from the more expensive social costs of welfare, incarceration, and special education. State Preschool and Head Start programs typically offer a 3-1/2 hour preschool class for 3 and 4 year old children, 5 days a week during the school year. Head Start in Sacramento is currently operating two full day programs, one for infant and toddlers. With some exception for children with disabilities, families must be low-income to be eligible for Head Start and State Preschool Program and their children must be between the ages of 3 and mandatory school age.

Head Start: The Sacramento Employment and Training Agency contracts with local school districts and community based organizations for provision of Head Start Programs. SETA also operates Head Start Programs in areas of the county not served by the school districts. Currently \$16,000,000 dollars is allocated for part-time Head Start Preschool Programs in Sacramento County.

State Preschool: \$5,527,404 dollars in State Preschool funds are currently allocated by the State Department of Education to the major school districts and a few community based organizations.

Agencies Operating Head Start and State Preschool Programs:

- B.J. Jordan Child Care Programs, Inc.
- Center Joint Unified School District
- Del Paso Heights Elementary School District
- Delta Community Head Start Center
- Elk Grove Unified School District
- Folsom-Cordova Unified School District
- Galt Unified School District
- Los Rios Community College District
- Meadowview Community Action
- Natomas Elementary School District
- North Sacramento Unified School District
- Oak Park Preschool
- Robla School District
- Sacramento City Unified School District
- Sacramento Employment and Training Agency
- San Juan Unified School District
- Women's Civic Improvement Club (Playmate)

II. CHILD CARE AND DEVELOPMENT PROGRAMS

Over \$20,995,170 is allocated to School Districts, Public Municipalities, and Community Based Organizations for the delivery of child care and development services. Lowest-income families 1) who need child care in order to work, attend school, or participate in a job training program; 2) are at risk of child abuse or neglect; or, 3) who have a child or parent incapacitated because of medical or psychiatric needs are eligible. These funds are administered by the State Department of Education, Child Development Division. There are thirteen different program types and two service delivery mechanisms, center/home based care and certificate payments. Many of the programs have the same rules and regulations for program eligibility and reimbursement. However, there are significant differences between the federal and state programs. This creates barriers for continuum of service for families as their needs and eligibility change. Additionally, SETA operates one full-day Head Start Child Care Program.

Center-based Child Care Program Types:

\$13,129,555

1. Campus Child Care

Funding: \$122,760

This program supports child care for low-income parents who are students in the University of California, California State University, and Los Rios Community College systems. Children must be under age fourteen. **Locations:** American River College and Sacramento City College.

2. Federal Child Care Block Grant

Funding: \$2,124,943

Federal Child Care Block Grant was authorized to provide states with child care funding for low-income families who are working, in training, seeking employment or in need of protective services. Programs were funded based on how well their applications met the priorities for funding set by the Local Planning Council. Sacramento Local Child Care Plan designated funds for Children of Teen Parents, Children of Homeless Families, Children At Risk, and Infant and School-age Children.

Locations: B. J. Jordan Child Care Programs, Inc., Elk Grove Unified School District, Los Rios Community College, National Human Development Foundation, Sacramento City College, Sacramento City Parks and Community Services, Sacramento City Unified School District, Sacramento Employment and Training Agency and San Juan Unified School District.

County Authority: County Local Planning Council develop and revise priorities for funding, which must be approved by the County Office of Education and the County Board of Supervisors.

..Federal Block Grant: Development/Family Housing Demonstration Project

This program provides child care in public housing projects. Children must be between the ages of 18 months and 8 years and their families must meet Federal Block Grant eligibility requirements.

Location: Sacramento Employment and Training Agency operates the program in the Norwood Apartment Complex. Continuing Development, Inc. operates the program in Florin Gardens Apartment Complex.

3. General Child Care

Funding: \$6,558,565

These full-day and Before and After School Programs are operated by public and private non-profit agencies under contract to the State Department of Education. Programs must meet program requirements in Title 5 of the Education Code which monitor staff ratios and education, as well as the educational, health, social service components of the program. Eligibility is based on lowest income.

Locations: Associated Students-CSU, Sacramento, B.J. Jordan Child Care Programs, Inc, Good Neighbors of Del Paso Heights, Inc., Grace Day Home, Los Rios Community College District, National Human Development Foundation, North Sacramento School District, Oak Park Methodist Church, Sacramento City Unified School District, Sacramento Housing and Redevelopment Agency, Saint Patrick's Child Care Center, Salvation Army, San Juan Unified School District, and Shiloh Arms.

4. Head Start Child Care Program

Funding: \$237,559

Head Start operates one full-day child care center in Sacramento County for three to five year old children. This program uses the Head Start model, but extends the program to care for children from low-income families who are working, in school, or enrolled in training programs.

Locations: Playmate Child Care Center is administered by the Sacramento Employment and Training Agency.

5. Migrant Child Care**Funding: \$85,823**

Migrant Child Care Programs operate full-day child care programs from May through October for children, ages birth to thirteen, whose families are migrant and seasonal agricultural workers. Centers are typically located in Migrant Housing Projects.

Locations: Family Child Care System operated by East Bay YMCA.

6. School-Age Community Child Care (Latchkey)**Funding: \$767,959**

This program provides funds to local not-for-profits, school districts and municipalities for before and after school child care for children enrolled in kindergarten through the ninth grade. Fifty percent of the families must be low-income working, in training or enrolled in school. The other fifty percent of the families pay equivalent parent fees, providing a match for the subsidy.

Locations: City of Sacramento, Continuing Development, Inc., San Juan Unified School District.

7. School-Age Parenting and Infant Development Programs**Funding: \$833,708**

These programs are designed to provide child care and parenting education to teen-age mothers who are enrolled in secondary education programs. There is no income eligibility. The parent must be enrolled in high school. Programs are operated by school-districts, usually at a continuation high school facilities.

Locations: Elk Grove Unified School District, Grant Unified School District, Sacramento City Unified School District, and San Juan Unified School District. Galt Unified School District provides a similar program, but does not receive state subsidies.

8. Title IV A- At Risk Child Care Program**Funding: \$2,398,238**

This program provides payment for lowest income, working families who are at risk of welfare dependency. Children must be under thirteen years of age. Families who receive AFDC or GAIN services are not eligible.

Location: B.J. Jordan Child Care Programs, Inc., North Sacramento School District, Sacramento City Unified School District, San Juan Unified School District.

Alternative Payment/Certificate Program Types:**\$7,457,368****1. Alternative Payment Program****Funding: \$1,130,035**

This program provides child care payments for children, ages birth to fourteen years, from low-income families who are working, enrolled in school or training programs, or in need of protective services. Parents choose child care of their choice in the private sector and monthly payments are made to providers upon documentation of attendance. Subsidy stays with the family until they are no longer eligible. Parents may pay a portion of the fee, depending upon their income.

Location: Child Action, Inc.

2. Child Protective Services**Funding: \$143,269**

Using the Alternative Payment mechanism, this program pays for child care for children who are at risk of abuse, neglect or sexual molestation. The family must have a professional referral and be enrolled in a treatment program. The program has a six month limit for enrollment.

Location: Child Action, Inc.

3. Federal Block-Grant Certificate**Funding: \$4,302,944**

This program provides certificate payments for child care to lowest income families who are working, enrolled in school or training programs, or in need of protective services. Parents have a choice of licensed or exempt child care providers. Children must be under the age of fourteen to receive services. Funds must be expended according the Local Planning Priorities.

Location: Child Action, Inc.

4. Title IV A- At Risk Child Care Program

Funding: \$1,881,120

This program provides payment for lowest income, working families who are at risk of welfare dependency. Children must be under thirteen years of age. Payments are made to licensed and exempt child care providers up on documentation of child attendance. No families who receive AFDC or GAIN services are eligible.

Location: Child Action, Inc.

Child Care Resource and Referral Program Type:

Funding: \$408,246

1. Child Care Resource and Referral

Funding: \$249,317

This program provides child care information and referrals to the community regardless of family income.

2. Federal Block Grant-Quality Improvement

Funding: \$82,929

This program provides quality improvement activities for child care and development programs in the community.

3. GAIN Child Care Support

Funding: \$76,000

This program provides referral services to GAIN clients.

III. COUNTY GOVERNMENT CHILD CARE SERVICES:

Funding: \$7,065,338

The County of Sacramento administers child care services for families who are currently receiving public assistance (AFDC) or at risk of welfare dependency. The majority of the funds for these child care support services are federal entitlement programs. Only GAIN and NET Programs have a limit on the amount of funding that is designated for child care assistance. These funds are administered by the county Department of Human Assistance.

1. GAIN Child Care Program

Funding: \$2,400,000

This program is funded by federal and state dollars as part of the Family Support Act, which mandates training and education programs for AFDC recipients. The parents chooses licensed or exempt child care and payment is made to the provider based upon child attendance.

Location: County Department of Human Assistance.

2. NET - Non-GAIN Education and Training Program

Funding: \$212,538

This program provides payments for licensed and exempt child care services for AFDC recipients enrolled in approved education and training programs, who are not being served by GAIN. Children must be under thirteen years of age. Payment is made upon documentation of child attendance.

Location: County Department of Human Assistance

3. Transitional Child Care Program

Funding: \$780,000

This program provides one year of child care payments to working families transitioning off of AFDC. Payments are made to the parent upon verification of payment or incurred costs for child care services.

Location: County Department of Human Assistance

4. Income Disregard

Funding: Phasing Out

This program provides assistance with child care expenses for working AFDC families. A portion of the family's child care expenses are deducted from their earnings before the monthly grant is calculated. **The projected loss ranges from \$2,032,800 to \$2,710,400.**

Location: County Department of Human Assistance

County Authority: County administers all welfare services.

5. Child Care Supplemental Program

Funding: \$840,000

This program works in conjunction with Income Disregard reimbursing AFDC working parents for child care expenditures that are over the amount (\$175/\$200) used to adjust the monthly grant. This amount is mailed directly to the parents.

6. CAL-Learn Program

Funding: \$800,000

This program provides eligible teen parents with assistance while attending high school.

Contractor: Sutter Center for Women's Health

COMPARISON OF CHILD CARE FUNDING **1992 - 1996**

	1992	1996	Change	Percent
Head Start	7,482,736	16,000,000	8,517,264	214%
State Preschool	3,235,667	5,527,404	2,291,737	171%
			0	
Total Part-time Preschool Programs	10,718,403	21,527,404	10,809,001	201%
			0	
State General Fund Child Development Dollars	10,816,198	13,921,477	3,105,279	129%
Contract Child Development Progs	8,227,663	10,767,053	2,539,390	131%
Certificate Programs	2,588,535	3,154,424	565,889	122%
			0	
Federal Block Grant Funds	2,444,000	6,427,887	3,983,887	263%
Contract Child Development Progs	1,296,108	2,124,943	828,835	164%
Certificate Programs	1,147,892	4,302,944	3,155,052	375%
			0	
County Child Care Programs	5,763,532	5,763,532	0	100%
Programs	5,763,532	5,763,532	0	100%
Entitlements	TCC/Income Disregard	Eliminated		
			0	
Full Day Head Start	237,559	237,559	0	100%
			0	
Total Full Day Programs	19,261,289	26,350,455	7,089,166	137%
			0	
			0	
Total Child Care & Development Funds	29,979,692	47,877,859	17,898,167	160%